



**NETJETS**®

## Managing Safety Culture

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# Scope of Operation

- > Headquarters in Columbus, OH
- > Worldwide operations
- > Employees:
  - ~4,200 total
  - ~2,800 crewmembers
    - More than 150 “bases”
  - Employees frequently geographically separated from management

- > Attitudes / Behavior / Perception of risk
  - All a direct reflection of leadership
  - Create the balance of protection vs. production
- > Takes years to create, seconds to destroy
  - Key components
    - Leadership development
    - Consistency throughout the organization
- > Homegrown SMS is critical

# Safety Management System (SMS)

- > What it is not:
  - A program or process
  - Finite in duration
  - Panacea
- > What it is:
  - Ticket to learn
  - Management philosophy

## > Education is the key

- Many are fearful of the unknown
  - “Eat the elephant one bite at a time”
- Start small and grow
  - What are we doing today"
  - What we need to do tomorrow
  - What we would like to be doing in “X” years
- Tailored and incremental training for all employees
  - Vary by risk tolerance level

## > Support front line employees

### – Policy

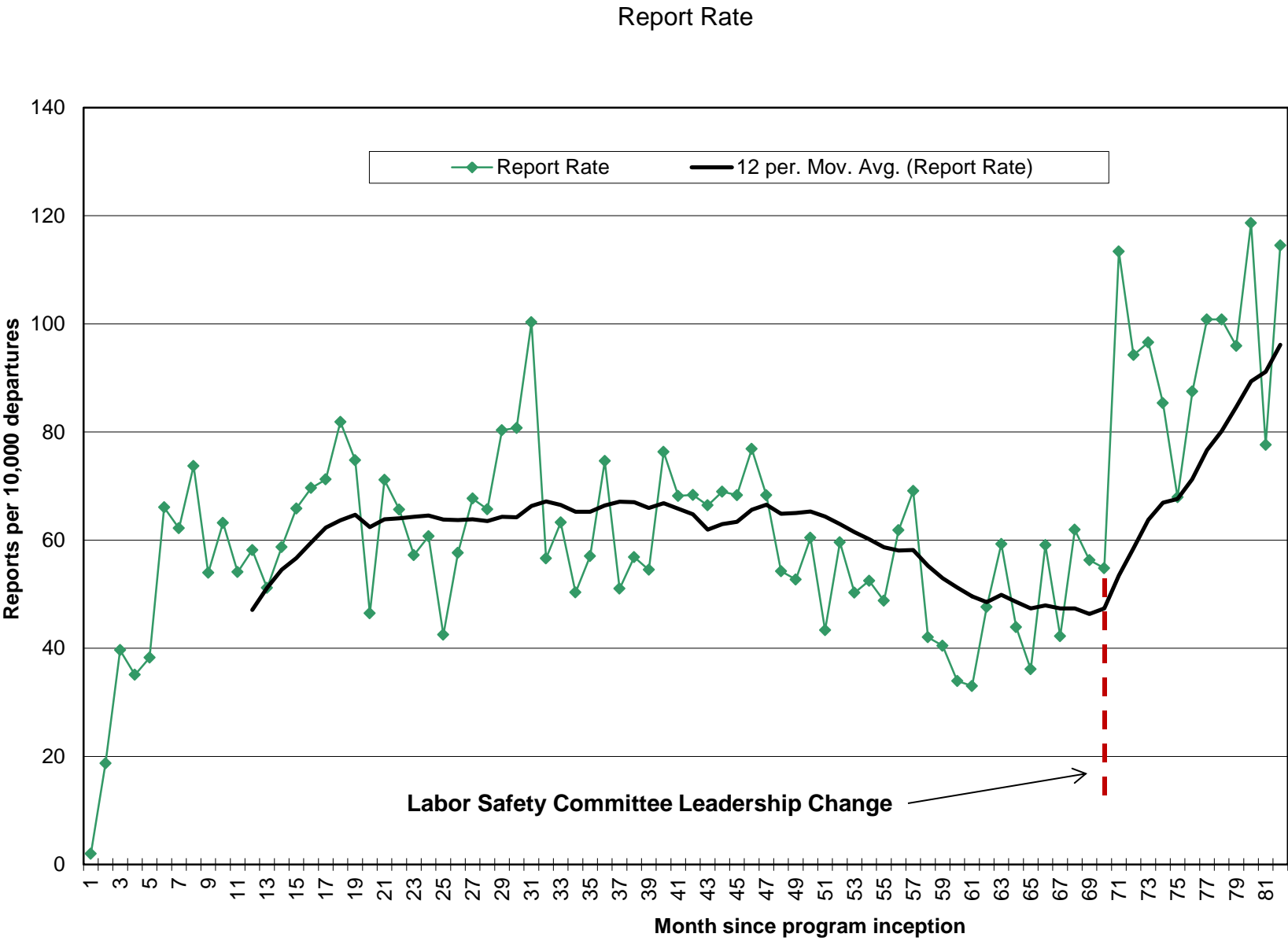
- Just culture concept
  - Pre/Post ASAP introduction
    - » Triggering / watershed event

### – Proactive restrictions

- Manage risk through mitigation strategies
  - No fly – severe weather – hurricanes, blizzards, etc.
  - Airport limitations
- Cannot violate safety standards for profit
- Terminate business relationship(s) if necessary

- > Employee labor organizations very important
  - Varying levels of trust of management in all organizations
  - All voices must be consistent in safety
  - MUST be apolitical

# Supporting a Healthy Safety Culture





## > Vendors

- Equally accountable
- Establish standards prior to contracting
  - Failure to comply results in loss of business
  - Post incident investigations
- Support employees who hold vendors accountable
  - Not always convenient

- > Infusing cultural change
  - Needs to be socially unacceptable to be the outlier
  - Employees can / should police each other
- > Safety department role
  - Coach
  - Don't own the risk

# Questions